
COMBAT CAMERA AND VISUAL INFORMATION IN EXPEDITIONARY OPERATIONS



U.S. Marine Corps

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FOREWORD

Marine Corps Warfighting Publication (MCWP) 3-33.7, *Combat Camera and Visual Information in Expeditionary Operations*, educates combatant commanders and staff planners on combat camera (COMCAM) and visual information (VI) capabilities.

COMCAM is the term for the VI capability in the operating forces. It is an information resource that provides a timely, accurate, “you-are-there” imagery perspective on military operations. COMCAM is essential to internal and external communications. The need for the COMCAM and VI capabilities will increase as the Marine Corps reaches Marine families, interacts with domestic and international media, and provides tactical imagery to enhance force protection and situational awareness.

To expedite their decisionmaking processes and operational requirements, commanders must have a successful COMCAM program. COMCAM units make a valuable contribution to the Marine air-ground task force (MAGTF) and the Marine Corps if COMCAM is understood and the visual information officer (VIO) is supported. Executed properly, COMCAM enhances situational awareness, and provides force protection and a visual record for high-level briefs, and internal and external communications or historical records.

MCWP 3-37.7 supersedes Fleet Marine Force Manual (FMFM) 3-8,
Tactical Visual Information Doctrine, dated 12 December 1991.

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS

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Chapter 1

Fundamentals

COMCAM provides the Secretary of Defense (SECDEF), Chairman of the Joint Chiefs of Staff (CJCS), the Military Departments (MILDEPs), and the unified combatant commanders with a directed imagery capability in support of operational and planning requirements during world crises, contingencies, exercises, and wartime operations. It is an information discipline that can be applied wherever the mission dictates. COMCAM can be simultaneously valuable at the strategic, operational, and tactical levels of war. COMCAM helps exploit the power of horizontal information flow, speed up decisionmaking, and facilitate execution at lower levels. COMCAM is a fundamental tool of commanders and decisionmakers throughout the Department of Defense (DOD).

Visual Information Products

Effective COMCAM operations have become more important and more difficult to execute. The impact of COMCAM operations on the MAGTF, the Marine Corps, and its leadership is that in any given time or situation COMCAM can be a simple or complex tool. Simple because the mission supports the warfighter's imagery requirements; complex because the environment is dynamic. Commanders must deal with imagery at various times and from various sources; e.g., intelligence, reconnaissance,

public affairs (PA) and coalition forces or civilian media. Types of COMCAM products are:

- Still photographic imagery (figure 1-1).
- Motion imagery (video) (figure 1-2).
- Printing and reproduction services (flyers, leaflets, orders or documents) (figure 1-3 on page 1-4).
- Combat art (figure 1-4 on page 1-4).

How Combat Camera Supports the Warfighter

COMCAM can be employed to—

- Gather intelligence.
- Support planners.
- Provide imagery to PA.
- Expedite upper echelon repairs.
- Document interrogations and autopsies.
- Provide historical documentation.
- Support landing zone (LZ) studies.

COMCAM performs the critical mission of providing essential battlefield information in support of strategic, operational, and tactical missions. This information provides commanders and staffs with visual tools to accomplish operational assessments, reconnaissance, decisionmaking, and terrain analysis.

As a tactical intelligence source, COMCAM enhances tempo through effective information management, taking advantage of all available communication means to disseminate intelligence; e.g., tactical radios or SECRET Internet Protocol Router Network (SIPRNET). See figures 1-5 through 1-7 on page 1-5 through 1-6.

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Figure 1-1. Still Photographic Imagery.



Figure 1-2. USMC Videographer.



Figure 1-3. Printing and Reproduction Product.



Figure 1-4. Combat Art.

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Figure 1-4. Combat Art (Continued).



Figure 1-5. VI Support to Intelligence (Airfield).



Figure 1-6. VI Support to Civil Affairs.



Figure 1-7. VI Support to Psychological Operations.

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Occupational Field 46 Military Occupational Specialties

Occupational field (OccFld) 46 is comprised of Marines with the military occupational specialty (MOS) of 4600, located in COMCAM billets and in division, base, and station combat visual information centers (CVICs).

4611, Combat Illustrator, E1 to E7

Combat illustrators are artists specifically trained to produce a variety of graphic arts products using specialized electronic tools and techniques. They possess in-depth knowledge of visual communication and design that enable them to create art that conforms to the style and content specifications required by the Marine Corps.

4612, Combat Lithographer, E1 to E7

Combat lithographers operate and maintain printing and reproduction equipment in support of the operational commander. They prepare original layout and design, print multiple formats and sizes, and produce large quantity reproductions.

4641, Combat Photographer, E1 to E7

Combat photographers possess the skill and expertise to document operations in a variety of environments using the latest in still imagery acquisition and production equipment.

4671, Combat Videographer, E1 to E7

Combat videographers possess the skill and expertise to document operations in a variety of environments using the latest in

video imagery acquisition and production equipment. They are capable and equipped to produce field expedient edited video products in support of the operational commander.

4691, Visual Information Chief, E8 to E9

VI chiefs assist the VIO in supervising, coordinating, administering, and managing CVICs and assets.

4602, Visual Information Officer, WO1 to Major

VIOs supervise, coordinate, administer, and manage CVICs and assets. VIOs provide advice and technical expertise to the commander on VI capability and deploying COMCAM assets.

See appendix A for training requirements.

Combat Camera versus Public Affairs

Historically, COMCAM and PA have been perceived as being the same unit. This is due, in part, to each OccFld using video and still cameras in performing their missions. However, the difference between COMCAM and PA has less to do with equipment and more to do with mission.

PA exists to inform—not to influence—its internal and external audience about the Marine Corps. COMCAM is a communications tool that can support a myriad of missions and tasks, including PA. As a special staff section within the MAGTF, COMCAM can be tasked to support a variety of missions depending on the commander's intent and focus of effort. The majority of PA time is spent focusing on the external customer; e.g., media or community

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relations. PA imagery is usually not archived and generally supports short-term requirements. VI imagery is routinely archived and can support short-term and historical requirements. COMCAM's primary mission is to focus on internal imagery requirements for the warfighter. Many missions supported by COMCAM Marines have minimal PA value. The following is an example of a mission supported by COMCAM Marines. Autopsies of Somalis killed during firefights with Marines were documented to prove the lack of foul play; e.g., gunshot wounds to the head, and provide training material for military doctors.

COMCAM Marines routinely interact with the media but they cannot release imagery to the public. See figure 1-8. Herein lies another difference between COMCAM and PA. COMCAM can only provide imagery to the media if PA has approved the imagery for public release.

Depending on the commander's intent and security concerns, COMCAM may be required to restrict support to PA and the media.



Figure 1-8. Interaction with the Media.

PA may task COMCAM Marines to provide imagery to the media under the Freedom of Information Act (FOIA). This applies to current operations and stock footage and is governed by the commander's intent and security concerns.

Combat Camera as a Discipline

COMCAM is an information discipline that supports many different types of missions; for example, COMCAM—

- Maximizes support for as many customers throughout the MAGTF as possible.
- Must be considered throughout all phases of planning and execution.
- Ensures and maintains operations security (OPSEC).
- Obtains and maintains the commander's trust. This involves anticipating requirements and providing COMCAM products in a usable, understandable, relevant, and timely manner. It also involves restricting access to imagery in accordance with the commander's intent.
- Must be marketed and pushed to customers.
- Supports DOD and joint COMCAM operations and organizations, including augmenting a joint combat camera team (JCCT). The joint staff compiles a new JCCT for each operation, which requires augmentation from each participating Service.
- Provides camera skills sustainment training for reconnaissance and intelligence Marines.
- Provides technical advice and guidance on equipment to PA and reconnaissance personnel.

Combat Camera Principles

COMCAM personnel, commanders, and potential customers should be aware of the principles that guide planning and execution of COMCAM operations. COMCAM principles directly support the planning and execution of operations in the global information environment. These principles are:

- *Imagery's worth is increased by the number of viewers.* Imagery becomes useful when it is viewed, shared, used, and understood. Acquisition and production must be matched with dissemination and quickly retrievable archives.
- *COMCAM can support several missions simultaneously.* Understanding strategic, operational, tactical, immediate, and future VI requirements will empower the VIO to support concurrent missions often with the same imagery.
- *The VIO does not have imagery releasing authority.* COMCAM personnel cannot release imagery outside of the tasking command without the commander's permission. COMCAM personnel cannot release imagery to the public without the permission of the public affairs officer (PAO).
- *COMCAM personnel must practice and provide security at the source.* This standard means not sharing information inappropriate for release.
- *VI applications are boundless.* Creative thought and initiative should continuously search for ways to enhance the value of VI to mission accomplishment.

Combat Camera Customers

Planning for COMCAM requires an understanding of the mission, customer requirements, and the value and lifecycle of VI. The VIO must remember there is rarely only one customer. COMCAM imagery from World War II and Vietnam originally gathered to support a commander's VI requirements is repeatedly used in training manuals, lessons learned, historical programs, and CMC-produced motivational videos or recruiting posters.

Most COMCAM directly or indirectly supports the warfighter. The commander tasks his staff and subordinates to accomplish various missions. These Marines use COMCAM products and services to support the commander's intent. Examples include the following:

- The daily "game tape" produced for leaders to critique their Marines' training during special operations capable (SOC) qualification.
- A video tape of an enemy prisoner of war for use by the interrogators and translators.
- Imagery of imprisoned children for use by the legal officer and the civil-military operations (CMO) team.
- Large prints from F/A-18 gun cameras.
- Photographs of Marines in action that the CMC uses to brief Congress. See figure 1-9.

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**Figure 1-9. Operation Restore Hope, Marines in Action,
for CMC Use.**

The usefulness of COMCAM frequently outlives the immediate situation. As society becomes more visually oriented in communication; e.g., television and the Internet, the demand for imagery will likely increase. Historical images have repeatedly been used to champion the Marine Corps' existence or need for resources.

The value of imagery is sometimes based on timeliness. For example, pictures of the Yaqshid headquarters recorded Somali gang activity over several months and enhanced the situational awareness of the Marines who participated in the early days of Operation Restore Hope.

General officers are routinely asked to provide imagery in support of think tanks, war colleges, and historical production initiatives. These images act as a force multiplier.

The value of imagery almost always surpasses a single need. Imagery may have significance for several people or organizations simultaneously; e.g., the on-scene commander, planners, analysts, civil affairs, engineers, military police, the joint chiefs, joint COMCAM, and PA. The shelf life of imagery ranges from immediate to historical. The National Archives house hundreds of thousands of images of Marines. Failure to incorporate COMCAM in training and operations will eventually result in a lack of historical imagery, which will significantly reduce our ability to show the American public their Marine Corps.

The VIO must pursue a high return on the COMCAM investment and make imagery available and useful to as many customers as possible. COMCAM is valuable because it contributes to effective decisions and actions. It is not the *amount* of information that is critical, but the *key elements* of information, available when needed and in a useful form, that improve the commander's awareness of the tactical situation and ability to act.

Chapter 2

Missions, Organizations, and Responsibilities

Although OccFld 46 differs slightly from other MOSs within the Marine Corps, COMCAM Marines need to know the mission, tactical situation, tasks to be accomplished, support available, and the communications required to accomplish the mission.

The Marine Corps COMCAM mission provides rapid, deployable COMCAM assets for the planning and execution of operational imagery documentation. These Marines support force deployments and activities before, during, and after military engagements, operations, and emergency actions. They will be available for tasking by—

- Marine Corps operational commanders and their staffs.
- Unified combatant commands, subunified commands, and joint task force (JTF) commanders and their staffs.
- SECDEF, joint staff, and other federal agencies as directed.

Mission Requirements

COMCAM products may support a variety of mission requirements simultaneously. This support requires a high level of coordination and liaison between the VIO and all key players and customers; otherwise, limited access and diminished support will result. VIOs should frequently train with commanders and staffs and develop relationships during planning and exercises.

These established working relationships produce excellent results in streamlined communication, anticipation of a commander's requirements, and fine-tuned imagery support.

COMCAM and VI units throughout the Marine Corps are organized to support the COMCAM requirements of the warfighter. Tasking for COMCAM support can come from the combatant commander, on-scene commander, local commander or personnel within the chain of command.

Psychological Operations

Psychological operations (PSYOP) are planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately, the behavior of foreign governments, organizations, groups, and individuals. A major element of PSYOP is propaganda, which is any form of communication in support of national objectives designed to influence the opinions, emotions, attitudes or behavior of any group to benefit the sponsor either directly or indirectly. One objective of PSYOP is to minimize the effects of an adversary's hostile propaganda and disinformation campaign against US forces. Discrediting adversary propaganda or misinformation against the operations of US coalition forces is critical to maintaining favorable public opinion. COMCAM can help to communicate issues regardless of language barriers and cultural differences via video, photographic, and graphic media. For instance, the Commanding General, First Marine Expeditionary Force (I MEF), used COMCAM footage of Iraqi atrocities committed against Kurdish refugees to support coalition efforts.

Civil-Military Operations

CMO activities encompass the relationship between military forces, civil authorities, and people in a friendly or foreign country or area. They support national policy and implement US national objectives by coordinating with, influencing, developing or controlling indigenous infrastructures in operational areas. CMO secures local acceptance of and support for US forces. It is important for gaining information dominance because of its ability to interface with key organizations and individuals in the global information environment; e.g., CMO's traditional relationship with nongovernmental organizations (NGOs) and international organizations. COMCAM can facilitate communication and enhance the influence of ideas, concepts, and issues via printed fliers, photographs, video productions or web-based graphics. See figure 2-1.



Figure 2-1. COMCAM Support to CMO.

Public Affairs Mission

PA informs and educates the target audience whether it is within the Marine Corps or part of the general public. PA influence is a by-product—the result or effect of people being informed—rather than the design or intent of the communication. COMCAM can support PA missions with graphics, photography, video products, and printed media. PA's credibility rests in telling the truth. PA cannot actively engage in PSYOP, CMO or counterintelligence (CI), but COMCAM supports all of these areas.

Information Operations

Marine Corps COMCAM provides information; i.e., photographic, video, graphic arts, and printing and reproduction. The environment in which it operates must be clearly understood by commanders and COMCAM Marines to ensure its effectiveness and timely support on the battlefield. The concept of information operations (IO) describes the impact of information in a broad context that permeates the full range of military operations. Decisionmakers use IO to affect adversary information and information systems while defending their own information and information systems. The force that best controls, manipulates, and safeguards information and information systems will enjoy a decided military advantage.

IO interacts with the global information environment and exploits or denies the adversary's information and decision capabilities. Units conduct IO across the full range of military operations,

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operations in garrison, during deployment and combat operations, and continuing through redeployment upon mission completion.

Foreign Humanitarian Assistance and Disaster Relief

These missions provide unique opportunities to document expeditionary operations. The imagery provided can enhance or maintain public support for the mission.

Counterdrug Operations

Many factors are unique to counterdrug operations, such as a high degree of interagency and international coordination. Most significantly, the legal and law enforcement aspects are extremely sensitive. Commanders use COMCAM imagery to familiarize their Marines with terrain features, show their staff imagery of facilities for use in planning command posts, document seizures and evidence, and protect US forces from legal reprisal.

Peacekeeping Operations

COMCAM is often the only means to provide imagery to higher headquarters and the press.

Joint Combat Camera Center

The joint combat camera center (JCCC) is the central reception point for all field documentation imagery, and its distribution to SECDEF and other local DOD users (CJCS, MILDEPS, unified combatant commands, the defense agencies, and other DOD components). Imagery must be transmitted to the JCCC in a timely manner. The JCCC is also the focal point for worldwide COMCAM deployments and serves as the Pentagon's viewfinder to field locations. Every image sent to the JCCC has the potential to reach thousands of DOD members. See figure 2-2.

Commanders involved in joint and multinational operations shall plan for, sustain, and employ COMCAM forces. Commanders shall expeditiously process and forward COMCAM imagery with captions to the DOD JCCC.



Figure 2-2. JCCC in Action.

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Combat Camera Units in the Operating Forces

Active duty COMCAM units can be tailored for mission specifics, such as needed capability and manning requirements. The three COMCAM units in the operating forces are at 1st Marine Division (MARDIV), Camp Pendleton, CA; 2d MARDIV, Camp Lejeune, NC; and 3d MARDIV, Okinawa, Japan.

Current capabilities of 1st and 2d MARDIV COMCAM units include:

- Still photo and video acquisition.
- Electronic imaging and digital acquisition.
- Printing and reproduction capability.
- Ability to deploy the mobile photographic lab (MPL), consisting of four vans, and mobile printing and reproduction vans.

These tactical systems, with water and generator-provided power, provide on site rapid, high quality and high volume processing of imagery and nonlinear digital video editing, and large quantity reproductions. The 3d MARDIV COMCAM unit has a similar table of organization (T/O), and brings like capabilities to theater; however, its MPL system has been placed in the combat ready storage program (CRSP) due to 3d MARDIV COMCAM unit's dual mission of filling base VI billets and supporting garrison requirements.

Limited COMCAM personnel billets are located within the Marine Expeditionary Unit (MEU) and the Marine aircraft wing (MAW). Neither are equipped nor designated as COMCAM units.

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Within the Marine Corps, relatively limited COMCAM assets require frequent augmentation between fleet and garrison units. COMCAM within Marine Corps operating forces exists at:

- Marine forces (MARFOR).
- MARDIV.
- MAW.
- Marine Expeditionary Brigade (MEB), as required.
- MEU.

Regardless of size, most COMCAM units maintain the capability to acquire, disseminate, archive, manage, and transmit digital photographs. They also possess the capability to acquire, edit, manage, and transmit digital video footage. All COMCAM units should be equipped to acquire imagery in darkness and inclement weather.

Visual Information in the Supporting Establishment

The Marine Corps Imagery Management Unit is located at Quantico, VA. It is the central coordinating point for all imagery matters for Marine Corps COMCAM units and CVICs. CVICs exist at major Marine Corps bases, stations, and Headquarters Marine Corps (HQMC). Each CVIC is task-organized based on its mission and assets available.

VI capability within the supporting establishment exists at:

- HQMC.
- Marine Corps bases or stations.
- District recruiting commands.

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In the supporting establishment, the customer's demand for professional VI services remains strong. Headquarters staff, tenant organizations, installation support activities, and various Marine Corps schools are primary customers of VI, depending on quality products and responsiveness. The demand increases annually as expectations increase concerning professional VI products.

Secretary of the Navy Responsibilities

The Secretary of the Navy shall ensure the availability of the following:

- COMCAM personnel with shipboard and underway experience.
- Aircrew and diver-qualified COMCAM personnel with appropriate equipment to support operational requirements.
- Marine Corps COMCAM personnel to support operational requirements.

Commander's Responsibilities

Commanders should ensure that COMCAM efforts are tailored to support missions across the entire range of military operations. They should also consider imagery requirements that support the SECDEF, JCS, CMC or HQMC plans, policies, and operations (PP&O).

The role of the VIO is important. Commanders who do not have a dedicated VIO must still address COMCAM issues. These commanders may request COMCAM personnel augmentation

(whether they have COMCAM personnel or not) to their unit during a specific exercise, crisis or contingency. A thorough mission analysis and situational assessment of anticipated COMCAM requirements will assist the higher unit commander in deciding how to deploy COMCAM assets.

Commanders should exercise COMCAM capabilities during training exercises, paying particular attention to coordinating with the operational staff, deploying and using all COMCAM functions, and identifying and addressing OPSEC concerns.

Visual Information Officer Responsibilities

The VIO is a battle staff/special staff officer who advises the commander on issues, capabilities, and COMCAM mission requirements. Because of mission requirements and the commander's intent and focus of effort, the VIO can be assigned to the G-3, G-2 or PAO. Wherever assigned, the VIO is responsible for coordinating the COMCAM requirements throughout the MAGTF.

Based on mission requirements, the VIO will frequently work directly with the commander and his staff. The VIO must ensure that COMCAM is thoroughly integrated in the organization. This is especially important in planning.

The mission, commander's intent, and focus of effort will determine the level and priority of COMCAM support. Anticipating changes in the commander's COMCAM requirements and adjusting the focus of effort of COMCAM support to facilitate these requirements prior to being requested are important responsibilities of the VIO. The VIO must also constantly evaluate advances in COMCAM technology, which may accelerate delivery and improve quality.

Although the VIO generally works under the cognizance of the G-3, the VIO and his COMCAM unit, occasionally, are assigned under

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the G-2 or PAO in accordance with the commander's intent and focus of effort. During Operation Desert Shield/Storm, COMCAM was divided into three main sections: one directly supported aerial imagery requirements at the joint level, one worked directly for MARCENT's PAO, and one was dispatched forward and directly supported subordinate commanders with an emphasis on intelligence gathering, battle damage assessment (BDA), and historical documentation. During Operation Restore Hope, COMCAM assets were directly tasked by the J-2 and G-2. During Operation Uphold Democracy, COMCAM assets worked directly for the PAO.

A key function of the VIO is to educate commanders on the application, usefulness, and management of COMCAM. Commanders and VIOs are responsible for ensuring a maximum return on the Marine Corps' COMCAM investment. For instance, an aerial photograph of a flood-damaged bridge could be used by operation planners, intelligence analysts, historians, military police, engineers, PA, CMO or trainers. See figure 2-3.



**Figure 2-3. Aerial Photograph of a
Flood-Damaged Bridge.**

Specific Responsibilities

The VIO must advise the commander on the importance of using COMCAM to record operations, in training, and other activities for future use, training study planning, historical documentation, and public information. Some specific responsibilities of the VIO include the following:

- Advise the commander of the capabilities and value of COMCAM products.
- Advise the commander of the readiness of COMCAM personnel and equipment.
- Prepare Appendix 9, Combat Camera, to Annex C, Operations. See appendix B.
- Initiate recommendations for changes to COMCAM personnel and equipment allowances to enhance operational readiness.
- Maintain close liaison with intelligence, historical, and PAOs.
- Forward imagery in accordance with current directives to the Marine Corps Imagery Management Unit and JCCC.

Key Assignments

VIOs are assisted by a staff of professionals that may vary in size and capability. In addition to combat illustrators, lithographers, photographers, and videographers, a COMCAM staff may include the following key assignments. The VI chief—

- Assists the VIO and assumes the responsibilities of the VIO in his absence.
- Coordinates support requirements.
- Serves as the fund administrator.
- Develops the documentation plan.

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- Manages POM initiatives.
- Evaluates advances in VI technology.
- Conducts liaison with other VI sources; e.g., JCCC or Fleet Imaging Command.
- Supervises, trains, and coordinates the activities of all enlisted Marines assigned to the CVIC.
- Advises the VIO on MAGTF-wide VI training and equipment.
- Maintains all financial and supply records and provides technical and professional advice and assistance to the VIO on all aspects of the COMCAM program.
- Is a vital link with staff members of other units and sections.
- Educates and coordinates operations with his peers in the G-2, G-3 or PAO.

Visual Information Officer Credibility

The cornerstone of an effective COMCAM program is the VIO's credibility with the commander, the staff, and the customers. Credibility is based on trust. For example—

- Accuracy of captions and annotations; e.g., grids, dates, times, and azimuths terrain information.
- Timely support for mission critical requirements; e.g., the commanders get what they need, when they need it, and in a format that they can easily use.

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- Attaching augmentees with sufficient time to assimilate into the host unit ensuring that COMCAM Marines are trained to support the host command with imagery *and* basic Marine support; e.g., filling sandbags, carrying ammo or standing watch.
- Training reconnaissance Marines to take usable exposures in tactical environments; e.g., in darkness or underwater.
- The trust that COMCAM personnel will not release “game tapes” used by commanders to critique their Marines’ training unless specifically approved by the commander.

Chapter 3

Planning

All Marines—particularly commanders and COMCAM personnel—need to understand the broad context of COMCAM operations. Commanders must ensure that COMCAM is included in all aspects of planning and operations. COMCAM must be included in the Marine Corps Planning Process (MCP) to influence planning at the appropriate time and place in the operational planning team or in the crisis action team (CAT).

Visual Information Officer's Role

The VIO must be involved in the planning process at all times and all levels. Communication—internal and external—must be constantly monitored and adjusted.

The VIO must consider multiple customers, competing timelines, long-term usefulness, and specific customer requirements. For instance, while planning a visual reconnaissance mission, the VIO should consider targets for the G-2, S-2 or engineers. During Operation Restore Hope, a single visual reconnaissance flight produced imagery for target folders, direct action missions, force protection, and convoy planners. It was used later to brief follow-on forces.

The VIO should also understand that commanders and their staffs rely on the VIO to use COMCAM as a—

- Force multiplier.
- Force protection device.

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- Situational awareness tool.
- Training critique tool.

The VIO cannot simply produce photographs. Products must be meaningful images that are objective, thorough, accurate, timely, relevant, ready for use, and easy for customers to understand. This may require—

- Preparing a mosaic print.
- An overlay with key information (figure 3-1).
- A quickly edited video clip of a route reconnaissance.
- A web-based imagery archive for use by planners, briefers or analysts (figure 3-2).



Figure 3-1. Overlay with Key Information.

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Figure 3-2. Web Page for Imagery Archive.

The VIO must understand the importance of tactical intelligence, which is the level of intelligence Marines need, generate, and use most often. The VIO should find ways for COMCAM to support the formulation of the commander's estimate of the situation such as—

- Providing as accurate an image of the hostile situation as possible.
- Aiding in situation development.
- Providing support to force protection.
- Supporting targeting and combat assessment; e.g., BDA.

Deploy Combat Camera Personnel Early

COMCAM personnel must deploy early to support various potential customers. Imagery of areas and facilities can help follow-on forces plan logistical requirements. Imagery of approach lanes and LZs can familiarize pilots and aircrews with terrain features and obstacles they may encounter. Imagery can help commanders visually describe the tactical situation to higher headquarters. Analysts will want to see imagery of certain target areas over time that provides long-term insight to evolving situations. Historians usually want to see before and after imagery and detailed aspects of the Marines' environment; e.g., living conditions, fighting holes, weapons carriage, terrain, chow or mail.

Support Public Affairs Efforts

The media will closely cover the deployment of American forces, their arrival in the theater, and their initial operations. Because national and international media will be present from the moment forces arrive, PA personnel will most likely be highly engaged in supporting the commander and the force in their interactions with the media. Subsequently, COMCAM Marines are routinely tasked to provide imagery to PA. PA will evaluate imagery for possible release and provide it to the appropriate commercial media.

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Timely Media Interest

COMCAM Marines can and should plan to provide the imagery that PA pushes to the hometown media and other sources.

Combat Camera in Operation Plans and Orders

COMCAM should be included based on projected tasking and focus of effort. COMCAM Marines should train with and be included in the deployment plans of the units they will be attached; e.g., MEBs or regiments. Guidance for conducting COMCAM operations comes from several sources.

At the national level, the standard contingency documentation plan (SCDP) establishes procedures for documenting military operations. This documentation normally supports COMCAM requirements. Taskings are referred to as programmed requirements. Deploying documentation teams shall use the SCDP as a guide until the theater COMCAM representative provides further guidance, based on the theater commander's needs and the combat situation. The SCDP applies to documenting combat and combat support operations. From this information, deploying COMCAM teams should be able to adapt operations to almost any similar situation.

At the theater level, the combatant commander issues plans and orders to establish a JCCC or other COMCAM guidance as necessary.

MCWP 3-33.7

Marine Corps COMCAM plans and orders are prepared by the VIO and appear as Appendix 9, Combat Camera, to Annex C, Operations, to the OPORD. A COMCAM plan is required when preparing for exercises, operations or routinely planned events. COMCAM planning will be carried out concurrently with operational planning. With minor modifications, Appendix 9 can also be used by the command to form the VI plan for garrison use. Normally, to support Appendix 9, COMCAM Marines and equipment must deploy with the advance party. COMCAM Marines who deploy early can provide maximum support to the commander and force because they are prepared to interact with various customers and taskers for imagery requirements.

Support Task Organization

COMCAM units should be trained, equipped, and funded to support task organization. Successful task organization necessitates the requirement for preplanned unit type codes that identify various ranges of COMCAM capabilities. Preplanned unit type codes are especially important in joint exercises and operations.

Every Clime and Place

COMCAM Marines need to be prepared to support a myriad of requirements in every clime and place.

Combat Camera and Visual Information in Expeditionary Operations

Levels of War

At all levels, COMCAM is critical to the ability of the Marine Corps to accomplish its mission. This is especially true because the global information environment spans the strategic, operational, and tactical levels of war.

The operational aim for COMCAM is to acquire and disseminate useful imagery to commanders, planners, staffs, and the MAGTF. As with combat operations, relative speed and concentration of effort are paramount so customers receive the imagery needed to plan missions and identify convoy routes, danger zones, or ingress and egress routes.

Commanders have a responsibility to remember COMCAM as they conduct operations. Imagery supports command and control (C2) and enhances vertical and horizontal information flow. Imagery helps to facilitate expedient decisionmaking. It can also be key in maintaining public support.

The news media cannot be everywhere all the time. COMCAM footage is often the only imagery of key events. This can significantly enhance our media exposure. PA routinely relies on COMCAM for this type of support. Opportunities to tell the Marine Corps' story can affect the morale of Marines and Sailors. If their story is reported, morale is often enhanced. If the media goes home, morale is also affected. Media interest tends to wane as an area of operations (AO) becomes more stable resulting in reduced public interest and adverse effects on troop morale. COMCAM Marines are routinely tasked to acquire imagery used by PA in public releases. See figure 3-3 on page 3-8.



Figure 3-3. COMCAM Support to Situational Awareness.

The impact that emerging technologies and the evolving global media environment will have on all aspects of future military operations is difficult to fully anticipate or grasp. One thing is certain—information will become exponentially more abundant and potentially overwhelming. Marine Corps COMCAM can be a force multiplier by supporting key objectives, providing accurate, easy-to-use imagery, and providing it to customers based on a clear understanding of priorities and requirements.

Commanders must realize that the information they control at the tactical level is the most time sensitive and must be used while valuable. This requires an aggressive acquisition and dissemination plan.

Understanding the Primary and Secondary Uses for Imagery

An appreciation of the value and applications of imagery will aid in developing a COMCAM team. For instance, if the primary

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mission is target folders, then there should be a robust acquisition, distribution, and management capability. If the secondary mission is to support HQMC current operations, then transmission of imagery becomes an issue. Understanding the primary and secondary uses of imagery also determines the bandwidth and equipment required for transmission. It also helps determine the best mix of COMCAM assets required to support commander's requirements.

Joint Combat Camera Equation

There are two parts to the joint COMCAM equation. First, JCCC exists to provide the JCS with current imagery. The JCCC also relies upon the Services to push imagery to them. Secondly, there is no standing JCCT—a different JCCT stands up for each joint contingency. Establishing a JCCT depends on participation by the Services. If a JCCT is assembled without Marine cameramen, it will likely focus less on the Marine Corps portion of the mission. Many commanders prefer COMCAM teams that have ground experience.

Intelligence and Counterintelligence

COMCAM Marines routinely augment the intelligence gathering effort. The majority of tasks frequently come from the J-2, G-2, or S-2 during contingency deployments. COMCAM was routinely attached to reconnaissance battalions in Operation Desert Storm. COMCAM also provided direct support for CI during the first few months of Operation Restore Hope.

Chapter 4

Systems and Equipment

The Marine Corps COMCAM community operates without a strict table of equipment. It relies on DOD or commercially available purchases from a special allowance list. Equipment flexibility is necessary to obtain cost-effective and technologically viable resources.

Division Combat Camera Units

Division COMCAM units are equipped with traditional photographic systems, MPLs in vans, chemical processing equipment (as necessary), digital imaging systems, lightweight mobile printing and reproduction vans, high-resolution computer workstations, video editing suites, and scanners.

Combat Camera Detachments

There is no standard for equipping COMCAM detachments assigned to the MEU or MEB. Generally, these small detachments have digital cameras and a minimal printing capability. COMCAM detachments are outfitted as the MEU or MEB procures the equipment or the division COMCAM unit provides temporary loan.

Bases and Stations

Base and station VI systems and equipment include fully capable video production studios and editing facilities, photographic labs, high capacity printers, digital imaging systems, classroom audio-visual support, and repair equipment.

Anticipated state-of-the-art advances in computer-based VI equipment are changing the way VI will be equipped in the future. Other future VI trends will include hardware and software to support distance learning, computer-based training, web page design, and training simulator use.

Effectively and economically producing high quality, professional, sophisticated VI products entails the use of computers and a wide variety of software applications. In addition to being technically proficient with the hardware and software, VI Marines have been trained in design, layout, art, and visual communications principles.

Digital Imaging Systems

Digital imaging systems store, manipulate, and produce digital still and motion imagery. Chemical-based photo processing has been replaced, for the most part, due to the large logistics requirement, footprint, and hazardous material concerns. Most COMCAM capabilities and garrison activities have transitioned to digital platforms. See figure 4-1.



Figure 4-1. Digital Imaging Systems.

Mobile Photographic Lab

Division COMCAM units have an MPL that consists of four 8- by 8- by 20-foot container vans. See figure 4-2 on page 4-4.

Deploying the MPL and mobile printing and reproduction vans requires heavy lift capability. COMCAM units more typically rely on the ability to deploy task-organized teams of personnel with lightweight flyaway production capability. Most equipment has rack mounting, flyaway casing or hardened transport casing.

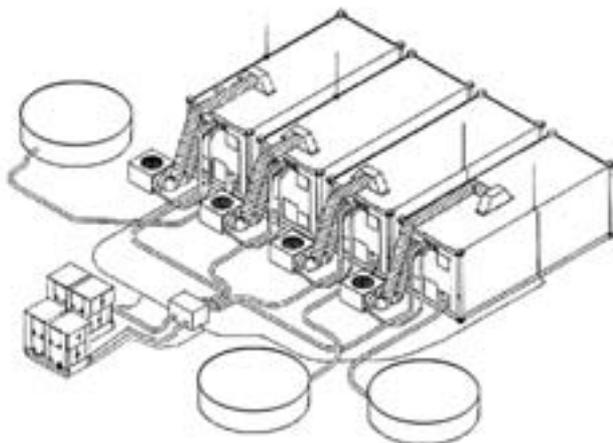


Figure 4-2. Mobile Photographic Lab.

Besides the heavy lift requirement, water and generator/fuel requirements must be factored into deployment planning as they weigh 10,500 pounds. MPLs use 7 gallons of water per minute. They have portable generators (two per system, models MEP-007), and four environmental control units (model B0011). Close coordination with the logistics officer is required from the early planning phases through execution and retrograde phases of an operation.

Lightweight Mobile Printing and Reproduction Vans

Vans are rapidly deployable. They provide the commander with the ability to produce high quantities of printed information; e.g., leaflets, map sections, operation orders, situation reports, and target folders. See figure 4-3.

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**Figure 4-3. Lightweight Mobile Printing and
Reproduction Vans.**

Communications Connectivity Requirements

Communications connectivity requirements center on interoperability with the MAGTF's organic local area network (LAN). Some COMCAM units can acquire International Maritime Satellite System transmission equipment on a case-by-case, temporary loan basis through the JCCC.

Disseminating Combat Camera Products

There is no standard imagery dissemination pipeline for COMCAM products. Dissemination is tailored to the operation and is generally by manual delivery through the senior COMCAM representative to the customer. LAN and International Maritime Satellite System are used when available.

Appendix A

Training

COMCAM training is a continuous process. It requires the effective integration and reinforcement of formal schools, individual, and collective follow-on training for COMCAM and other operations and intelligence personnel. All training should be performance-oriented. Practical application in support of real objectives and requirements is the key to well-trained COMCAM personnel and units. Training must cover the full range of COMCAM activities, employing a blend of traditional classroom techniques, systems training, and practical application.

Occupational Field 46 Military Occupational Specialty, Visual Information

Per MCO P1200.7X, *MOS Manual*, the training, printing production and visual information support OccFld includes the operation and management of training, printing production and visual information procedures peculiar to the OccFld, and those artistic and technical aspects necessary to the individual MOS.

A complete list and description of individual training standards for OccFld 46 personnel is in MCO 1510.54C, *Individual Training Standards (ITS) System for Visual Information (VI) Occupational Field (OCCFLD) 46*.

Formal Schooling

Marines entering OccFld 46 will receive MOS 4600 (Basic Training, Printing Production and Visual Information Support Marine). They will participate in routine training, printing production, and VI support functions while training for a designated MOS. Formal schooling for MOS 4612 is conducted at the Defense Mapping School, Fort Belvoir, VA. All other formal school training is conducted at the Defense Information School, Fort Meade, MD. Personnel entering the OccFld through lateral movement must complete the appropriate formal schooling or military on-the-job training before being awarded a designated OccFld 46 MOS.

Entry Level On-the-Job Training

Types of entry level on-the-job training include work as an illustrator, photographic technician, still or motion media photographer, and printing and reproduction technician.

Formal Apprenticeship Program

VI Marines can receive a Department of Labor Certificate of Apprenticeship by participating in a formal apprenticeship program. Completion may be available in some MOSs within OccFld 46. See MCO P1560.25C, *Marine Corps Lifelong Learning Program*, for specific information.

Appendix B

Sample Appendix 9, Combat Camera, to Annex C, Operations

CLASSIFICATION

Copy no. __ of __ copies
ISSUING HEADQUARTERS
PLACE OF ISSUE
Date-time group of signature
Message reference number

APPENDIX 9 (COMBAT CAMERA) TO ANNEX C (OPERATIONS) TO OPERATION ORDER (NUMBER) (U)

(U) REFERENCES: Maps, charts, regulations, and other relevant documents.

(U) Time zone used throughout order:

1. (U) Situation. This paragraph includes a brief general description of the situation; i.e., information and VI support that paragraph 1 of the operation plan (OPLAN) does not cover, and the intended purpose of this appendix.

a. (U) Friendly Forces. Outline the higher headquarters' plan, the COMCAM annex, and adjacent unit COMCAM plans. Provide information on friendly coalition forces that may affect the VI mission. Note COMCAM resources supporting the unit.

Page Number

CLASSIFICATION

CLASSIFICATION

- b. (U) Attachments and Detachments. Identify all augmenting COMCAM units supporting this command and all attached/assigned subordinate units. Include effective dates, if applicable.
 - c. (U) Enemy Forces. List information on the threat force, its relationship to COMCAM mission, and any information not included in the OPLAN/operation order (OPORD) that may affect the COMCAM mission.
 - d. (U) Assumptions. List any additional assumptions or information not included in the general situation that will affect the COMCAM mission. Include a communication appraisal of tactical imagery transmission requirements.
2. (U) Mission. There must be a clear, concise statement of the COMCAM mission. This statement should reflect the broad COMCAM mission during the particular operation or event, not the overall military mission. Communication goals should be clearly stated in appropriate detail. For a plan that supports combat operations, a determination should be made for direct support, general support, and priority of support.
3. (U) Execution. This paragraph provides a summary of the overall intended course of action (COA).
- a. (U) Concept of Operation. Briefly summarize the COMCAM OPLAN. Include COMCAM priorities.

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CLASSIFICATION

- b. (U) Combat Camera Tasks. Identify and assign supporting COMCAM tasks to each element of subordinate and supporting units. Assign specific tasks to elements of the command charged with COMCAM tasks, such as requirements for COMCAM augmentation.
- c. (U) Coordinating Instructions. Provisions for combat documentation shall be included in the plan. Include support provisions for COMCAM teams, documentary priorities, and other instructions. Give details on coordination, task organization, and groupings. List instructions that apply to two or more subordinate elements or units. Include all details in direct support of commanders, operators, analysts, and other customers, and details on embarkation schedules, any restrictions because of weight or equipment, imagery transmission and dissemination plans or other details.
4. (U) Service Support. Service support includes statements of administrative and logistical arrangements.
- a. (U) Administration. Provide a statement of the administrative arrangements applicable to this operation. If they are lengthy or not ready for inclusion in the OPLAN, arrangements may be issued separately and referenced there. Release authority will be named in Annex F, Public Affairs. Refer to it accordingly. Special consideration should be given to the chain of custody of imagery with evidential value; e.g., photographs of war crimes or atrocities against civilians.

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- b. (U) Logistics. Provide a statement of the logistical arrangements applicable to this operation. Specific coordination should be included, if possible, but arrangements may be issued separately and referenced there, if they are too lengthy.

- 5. (U) Command and Signal. List signal, visual imaging, and satellite communications policies, headquarters, JCCT, and media center locations or movements, code words, code names, and liaison elements.

ACKNOWLEDGE RECEIPT

Name
Rank and Service
Title

Page Number

CLASSIFICATION

Appendix C

Glossary

Section I. Acronyms and Abbreviations

AO	area of operations
BDA	battle damage assessment
C2	command and control
C3	command, control, and communications
CAT	crisis action team
CI	counterintelligence
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CMC	Commandant of the Marine Corps
CMO	civil-military operations
COA	course of action
COMCAM	combat camera
CRSP	combat ready storage program
CVIC	combat visual information center
DOD	Department of Defense
FMF	Fleet Marine Force
FMFM	Fleet Marine Force Manual
FOIA	Freedom of Information Act
HQMC	Headquarters Marine Corps
IO	information operations

MCWP 3-33.7

JCCC	joint combat camera center
JCCT	joint combat camera team
JCS	Joint Chiefs of Staff
JTF	joint task force
LAN	local area network
LZ	landing zone
MAGTF	Marine air-ground task force
MARDIV	Marine division
MARFOR	Marine Corps forces
MAW	Marine aircraft wing
MCDP	Marine Corps doctrinal publication
MCO	Marine Corps order
MCPP	Marine Corps planning process
MCRP	Marine Corps reference publication
MCWP	Marine Corps warfighting publication
MEB	Marine Expeditionary Brigade
MEF	Marine Expeditionary Force
MEU	Marine Expeditionary Unit
MILDEP	Military Department
MOS	military occupational specialty
MPL	mobile photographic lab
NGO	nongovernmental organization
OccFld	occupational field
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
PA	public affairs
PAO	public affairs officer

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PP&O	plans, policies and operations
PSYOP	psychological operations
SCDP	standard contingency documentation plan
SECDEF	Secretary of Defense
SECNAVINST	Secretary of the Navy Instruction
SIPRNET	SECRET Internet Protocol Router Network
SOC	special operations capable
USMC	United States Marine Corps
T/O	table of organization
VI	visual information
VIO	visual information officer

Section II. Definitions

area of interest—That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. Also called AOI. (JP 1-02)

area of operations—An operational area defined by the joint force commander for land and naval forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. Also called AO. (JP 1-02)

battle damage assessment—**1.** The timely and accurate estimate of damage resulting from the application of military force, either lethal or non-lethal, against a predetermined objective. Battle damage assessment can be applied to the employment of all types of weapon systems (air, ground, naval, and special forces weapon systems) throughout the range of military operations. Battle damage assessment is primarily an intelligence responsibility with required inputs and coordination from the operators. Battle damage assessment is composed of physical damage assessment, functional damage assessment, and target system assessment. Also called BDA. (JP 1-02) **2.** The timely and accurate estimate of the damage resulting from the application of military force. BDA estimates physical damage to a particular target, functional damage to that target, and the capability of the entire target system to continue its operations. (MCWP 5-12C)

battlespace—The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces; facilities; weather; terrain; the electromagnetic spectrum; and the information environment within the operational areas and areas of interest. See also electromagnetic spectrum; information environment; joint intelligence preparation of the battlespace. (JP 1-02)

civil-military operations—The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational US objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may

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occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces. Also called CMO. See also civil affairs; operation. (JP 1-02).

combat camera—Visual information documentation covering air, sea, and ground actions of the Armed Forces of the United States in combat or combat support operations and in related peacetime training activities such as exercises, war games, and operations. Also called COMCAM. See also visual information; visual information documentation. (JP 1-02)

combined operation—An operation conducted by forces of two or more Allied nations acting together for the accomplishment of a single mission. (JP 1-02)

command and control—**1.** The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called C2. (JP 1-02) **2.** The means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. (MCRP 5-12C)

commander's intent—A commander's clear, concise articulation of the purpose(s) behind one or more tasks assigned to a subordinate. It is one of two parts of every mission statement which guides the exercise of initiative in the absence of instructions. (MCRP 5-12C)

commander's planning guidance—Directions and/or instructions which focus the staff's course of action development during the planning process. Also called CPG. (MCRP 5-12C)

communications security—The protection resulting from all measures designed to deny unauthorized persons information of value that might be derived from the possession and study of telecommunications, or to mislead unauthorized persons in their interpretation of the results of such possession and study. Also called COMSEC. (JP1-02)

component—One of the subordinate organizations that constitute a joint force. Normally a joint force is organized with a combination of Service and functional components assigned to a subordinate unified command or joint task force. (JP 1-02)

coordination—The action necessary to ensure adequately integrated relationships between separate organizations located in the same area. Coordination may include such matters as fire support, emergency defense measures, area intelligence, and other situations in which coordination is considered necessary. (MCRP 5-12C)

counterintelligence—**1.** Information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. Also called CI. (JP 1-02) **2.** Within the Marine Corps, counterintelligence constitutes active and passive measures intended to deny a threat force valuable information about the friendly situation, to detect and neutralize hostile intelligence collection, and to deceive the enemy as to friendly capabilities and intentions. (MCRP 5-12C)

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crisis action planning—The time-sensitive planning for the deployment, employment, and sustainment of assigned and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs. Also called CAP. (JP 1-02)

debriefing—Interviewing of an individual who has completed an intelligence or reconnaissance assignment or who has had knowledge, whether through observation, participation, or otherwise, of operational intelligence significance. (MCRP5-12C)

deliberate planning—A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed. (JP 1-02)

dissemination—Delivery of intelligence to users in a suitable form. (JP 1-02)

force protection—Actions taken to prevent or mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Also called FP. See also force; protection; terrorist threat condition. (JP 1-02)

general military intelligence—Intelligence concerning the (1) military capabilities of foreign countries or organizations or (2) topics affecting potential US or multinational military operations, relating to the following subjects: armed forces capabilities, including order of battle, organization, training, tactics, doctrine, strategy, and other factors bearing on military strength and effectiveness; area and terrain intelligence, including urban areas, coasts and landing beaches, and meteorological, oceanographic, and geological intelligence; transportation in all modes; military materiel production and support industries; military and civilian C4I systems; military economics, including foreign military assistance; insurgency and terrorism; military-political-sociological intelligence; location, identification, and description of military-related installations; government control; escape and evasion; and threats and forecasts. (Excludes scientific and technical intelligence.) Also called GMI. (JP 1-02)

general support—That support which is given to the supported force as a whole and not to any particular subdivision thereof. (JP 1-02)

geographic coordinates—The quantities of latitude and longitude which define the position of a point on the surface of the earth with respect to the reference spheroid. (JP 1-02)

helicopter landing zone—A specified ground area for landing assault helicopters to embark or disembark troops and/or cargo. A landing zone may contain one or more landing sites. Also called HLZ. (JP 1-02)

humanitarian assistance—Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can

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result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have primary responsibility for providing humanitarian assistance. Also called HA. (JP 1-02)

intelligence—**1.** The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas. **2.** Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding. (JP 1-02) **3.** Knowledge about the enemy or the surrounding environment needed to support decisionmaking. This knowledge is the result of the collection, processing, exploitation, evaluation, integration, analysis, and interpretation of available information about the battlespace and threat. (MCRP 5-12C)

intelligence operations—The variety of intelligence tasks that are carried out by various intelligence organizations and activities. (JP 1-02)

intelligence requirement—**1.** Any subject, general or specific, upon which there is a need for the collection of information, or the production of intelligence. (JP 1-02) **2.** In Marine Corps usage, questions about the enemy and the environment, the answers to which a commander requires to make sound decisions. Also called IR. (MCRP 5-12C)

joint force—A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint force commander. (JP 1-02)

joint operations—A general term to describe military actions conducted by joint forces, or by Service forces in relationships (e.g., support, coordinating authority), which, of themselves, do not create joint forces. (JP 1-02)

joint task force—A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. Also called JTF. (JP 1-02)

lines of communications—A route, either land, water, and/or air, that connects an operating military force with a base of operations and along which supplies and military forces move. Also called LOC. (JP 1-02)

Marine Corps Planning Process—A six-step methodology which helps organize the thought processes of the commander and staff throughout the planning and execution of military operations. It focuses on the threat and is based on the Marine Corps philosophy of maneuver warfare. It capitalizes on the principle of unity of command and supports the establishment and maintenance of tempo. The six steps consist of mission analysis, course of action development, course of action analysis, comparison/decision, orders development, and transition. Also called MCPP. NOTE: Tenets of the MCPP include top down planning, single battle concept, and integrated planning. (MCRP 5-12C)

military operations other than war—Operations that encompass the use of military capabilities across the range of military operations short of war. These military actions can be applied to complement any combination of the other instruments of national power and occur before, during, and after war. Also called MOOTW. (JP 1-02)

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multinational operations—A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 1-02)

operational control—Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. See also combatant command; combatant command (command authority); tactical control. (JP 1-02)

psychological operations—Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. See also consolidation psychological operations; overt peacetime psychological operations programs; perception management. (JP 1-02)

public affairs—Those public information, command information, and community relations activities directed toward both the external and internal publics with interest in the Department of Defense. Also called PA. See also command information; community relations; public information. (JP 1-02)

SECRET Internet Protocol Router Network—Worldwide SECRET level packet switch network that uses high-speed internet protocol routers and high-capacity Defense Information Systems Network circuitry. Also called SIPRNET. (JP 1-02)

situational awareness—Knowledge and understanding of the current situation which promotes timely, relevant and accurate assessment of friendly, enemy and other operations within the battlespace in order to facilitate decisionmaking. An informational perspective and skill that foster an ability to determine quickly the context and relevance of events that are unfolding. (MCRP 5-12C)

tactical intelligence—**1.** Intelligence that is required for planning and conducting tactical operations. (JP 1-02) **2.** Tactical intelligence concerns itself primarily with the location, capabilities, and possible intentions of enemy units on the battlefield and with the

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tactical aspects of terrain and weather within the battlespace. (MCRP 5-12C)

target—A geographical area, complex, or installation planned for capture or destruction by military forces. (JP 1-02)

target analysis—An examination of potential targets to determine military importance, priority of attack, and weapons required to obtain a desired level of damage or casualties. (JP 1-02)

terrain analysis—The collection, analysis, evaluation, and interpretation of geographic information on the natural and manmade features of the terrain, combined with other relevant factors, to predict the effect of the terrain on military operations. (JP 1-02)

terrain study—An analysis and interpretation of natural man-made features of an area, their effects on military operations, and the effect of weather and climate on those features. (JP 1-02)

visual information—Use of one or more of the various visual media with or without sound. Generally, visual information includes still photography, motion picture photography, video or audio recording, graphic arts, visual aids, models, display, visual presentation services, and the support processes. Also called VI. (JP 1-02)

warfighting functions—The six mutually supporting military activities integrated in the conduct of all military operations are: **1.** Command and control—the means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. **2.** Maneuver—the movement of forces for the purpose of gaining an advantage over the enemy. **3.** Fires—those means used to delay, disrupt, degrade, or destroy enemy capabilities, forces, or facilities as well as affect

the enemy's will to fight. **4. Intelligence**—knowledge about the enemy or the surrounding environment needed to support decisionmaking. **5. Logistics**—all activities required to move and sustain military forces. **6. Force protection**—actions or efforts used to safeguard own centers of gravity while protecting, concealing, reducing, or eliminating friendly critical vulnerabilities. (MCRP 5-12C)

Appendix D

References and Related Publications

Department of Defense Directives (DODDs)

- 5040.2 Visual Information (VI)
- 5040.3 DoD Joint Visual Information Services
- 5040.4 Joint Combat Camera (COMCAM) Program

Chairman of the Joint Chiefs of Staff Instruction (CJCSI)

- 3205.01 Joint Combat Camera

Secretary of the Navy Instruction (SECNAVINST)

- 3104.1 Department of the Navy Visual Information and Combat Camera Program

Marine Corps Doctrinal Publications (MCDPs)

- 1 Warfighting
- 1-1 Strategy
- 1-2 Campaigning
- 2 Intelligence
- 3 Expeditionary Operations
- 5 Planning
- 6 Command and Control

Marine Corps Orders (MCOs)

P1200.7X	MOS Manual
1510.54C	Individual Training Standards (ITS) System for Visual Information (VI) Occupational Field (OCCFLD) 46
P1560.25C	Marine Corps Lifelong Learning Program
3093.1C	Intraoperability and Interoperability of Marine Corps Tactical C4I Systems
3104.1	Marine Corps Visual Information and Combat Camera Support Manual
3430.8	Policy for Information Operations
3440.7A	Marine Corps Support to Civil Authorities
4860.3D	Commercial Activities (CA) Program
5230.18	Clearance of Department of Defense Information for Public Release
5510.9B	Security of Information for Public Release
5720.71	Joint Public Affairs Operations

Fleet Marine Force Manual (FMFM)

3-53	Psychological Operations
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